



Unravelling Human Resource Readiness at Cross-Border Postal Services in Serasan

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ABSTRACT

Purpose – This study aims to examine the readiness of human resources and the process of placing employees at the Serasan Sea Cross-border Post (PLBN) in Serasan District, Natuna Regency, Riau Archipelago Province.

Methodology/approach – This research used a qualitative method with a descriptive approach. Data was collected through in-depth interviews with eight key informants, observations and documentation. Instrument testing was carried out using triangulation and Nvivo12.

Findings – The results of the study show that after the inauguration of PLBN Serasan, maximum preparations have been made. The process of placing PLBN employees is a central government policy based on applicable regulations. However, it was discovered that there was a need to identify a more focused PLBN employee needs plan to ensure that the hiring process was on target. The PLBN employee capacity building plan needs to be mapped out properly. It is hoped that more recruitment forms for prospective civil servants for PLBN can be opened.

Novelty/value – This study provides an overview of the readiness of human resources and the process of placing employees at PLBN Serasan. The findings of this study can become a basis for the government in planning and adopting policies related to human resource management in other PLBNs. The Serasan PLBN is also considered to have a positive impact on local residents and is expected to contribute significantly to the economic improvement of the Serasan area in the future.

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INTRODUCTION

Management of national borders is crucial in asserting territorial sovereignty, utilizing natural resources, and ensuring the security of a country. The resolution of border issues involves aspects such as setting boundaries with neighboring countries, maintaining boundary markers, negotiating political strategies, and strengthening national awareness in border communities (Zein, 2020; Makahingide, 2021; Sarjito & Almubaroq, 2023). For land and sea areas, the management focus involves negotiation, demarcation, and geospatial technology policies, while in terms of cross-border activities, the construction of cross-border postal facilities is important to establish cooperation with neighboring countries (Muta'ali et al., 2018; Wangke, 2018; Arifin, 2022). A holistic approach involving community welfare, defense and security, and environmental sustainability is a necessary strategy in managing border areas to ensure efficient and positive interactions with neighboring

countries. Physical and socio-economic development programs are also important components for strengthening state sovereignty, increasing community competitiveness, and maintaining environmental sustainability in a sustainable manner (Patton et al., 2021 (Imam & Astini, 2022; Iskamto, 2012, 2021; Siregar, 2021)).

The border area of the country has a central role in determining the boundaries of sovereign territory, utilization of natural resources, as well as the security and territorial integrity of a country (Trisnaputra, 2023). In Indonesia, border areas face complex problems in terms of security and socio-economics that can threaten state sovereignty. Therefore, the management of border areas needs to be carried out effectively by considering international legal theories as guidelines (Andreantika, 2022). One example of an Indonesian border area is PLBN Serasan, which is part of the border area development which aims to develop Indonesia from the periphery with a focus on improving people's welfare and security. The socio-cultural environment of the Serasan community includes various individuals and groups, and human interaction with nature is also an important aspect of this socio-cultural environment. Serasan District, as an archipelago with a majority of fishing and farming communities, has a special role in the border area.

Borders are an important manifestation of a country's territorial sovereignty. Borders can be recognized through treaties or in general without express statements, indicating the state's rights over its territory (Riwanto, 2002; Guo, 2005; Arifin, 2022). According to Martinez in Arifin (2022), there are four types of borders: alienated borderland (isolated border areas due to conflict and differences), coexistent borderland (conflicts are suppressed, but there are still problems with ownership of natural resources), interdependent borderland (border areas that are mutually beneficial economically), and integrated borderland (border areas that are well integrated). Border management is very strategic because it relates to sovereignty, defense, equitable development, and community competitiveness. The border management approach must include security, welfare, and the environment. Environmental sustainability is also important in the development of infrastructure and basic services. Problems at the border include community isolation, lack of infrastructure, cross-border violations, socio-economic disparities, and unresolved regional boundaries so that strategic development planning is necessary in border areas (Pamungkas, 2017). The development of border areas is carried out using a sectoral and regional approach, taking into account the potential of natural resources and local development for economic growth and social welfare. The current development approach focuses more on community participation and equity, efficiency, and sustainability and balance (Mufizar & Achyar, 2010).

Coastal and marine resources are vital for national development, and related policies and programs must be prioritized to achieve efficiency in the use of coastal space and resources, improve the welfare of coastal communities, empower communities, and protect and improve the quality of natural resources (Patton et al., 2021). The concept of sustainable development must be a major consideration by synchronizing and integrating economic, socio-cultural and environmental aspects, because these three aspects are interrelated and cannot be separated (Dianita et al., 2022). In border areas, improving the quality of human resources is very important to increase overall national resilience and stability (Do Carmo, 2021). Improving the standard of living of border communities and preparing elements of CIQS (Clearance, Immigration, Quarantine, Security) are also crucial aspects in supporting activities in the Serasan Integrated PLBN supporting area.

Along with that, strategic human resource planning must be carried out to ensure effective planning implementation in border areas. This includes analyzing current human resource competencies and identifying future needs (Suprihanto, 2021). Previously, human resource planning in border areas was often limited to short-term and pragmatic methods. Therefore, based on the Regulation of the Head of the National Border Management Agency Number 1 of 2022, the Serasan State Cross-Border Post Management Sector, which is under the Assistant Deputy for State Cross-Border Management, has an important responsibility in ensuring the facilitation of supervision and services for cross-border countries to maintain order and smoothness, and manage the area of the Serasan State Cross-Border Post area.

Placement and utilization of human resources is an important step in HR management. Employee job placement is carried out after the selection process, in which prospective employees who are accepted are placed in positions or jobs that suit the needs of the organization (Syaifullah, 2022). Organizational success does not only depend on existing natural resources, but also the quality of human resources who play a role in planning, implementing, and controlling the organization (Ana &

Ashari, 2023; Al-Swidi et al, 2021). The placement of employees must be based on the expected work criteria and standards, so that they can refer to the established performance principles (Paraeng et al., 2021). The workforce placement process involves assigning tasks and jobs to employees who have passed the selection, according to a predetermined scope. In addition, they must be able to take responsibility for the risks and possibilities that occur for their duties and responsibilities (Noviansyah et al., 2021). By making the right placement, the organization can maximize the potential and quality of its human resources to achieve organizational goals efficiently and effectively. Therefore, the management of the placement and utilization of human resources is an important aspect in efforts to improve the performance and success of an organization.

Thus, this study will examine the readiness of Human Resources at the Serasan State Cross-Border Post with the focus of research on examining the readiness of human resources and staff placement at PLBN Serasan.

METHOD

This research adopts a postpositivism paradigm which views that results are determined by existing causes. This paradigm focuses on identifying and assessing the factors that influence the observed phenomena. The knowledge generated is based on careful observation of reality in everyday life (Ismayani, 2019). The design of this research is a case study, which is a comprehensive explanation of various aspects of a person, group, organization, program or certain situation that is researched, attempted and studied at a certain time (Sutisna, 2021). This study used a descriptive strategy with the observation method, and interviews were also involved to deepen the research. The two main theories used in this research are readiness and human resource theory. Readiness refers to a person's competence to act or carry out tasks according to the situation at hand (Arikunto, 2004; Mulyasa, 2008; Slameto, 2010). Human resources are considered a valuable asset and key to organizational success, involving individuals who are ready, capable, and alert in achieving organizational goals (Sutrisno, 2011; Werther & Davis, 1996; Ndraha, 1999). The focus of this research is operational preparation after the inauguration of the Serasan PLBN, the process of staffing, residents' reactions to the presence of the PLBN, community expectations for the PLBN in Serasan District, and the human resources needed for the progress of the Serasan PLBN.

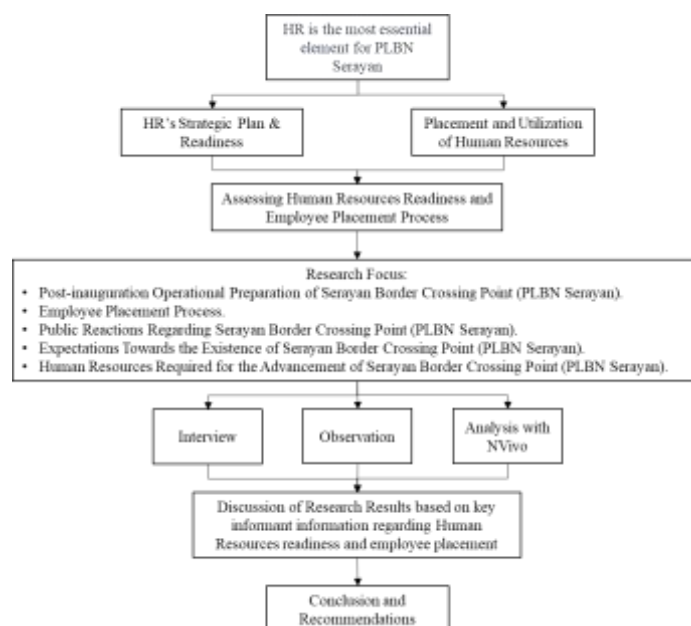
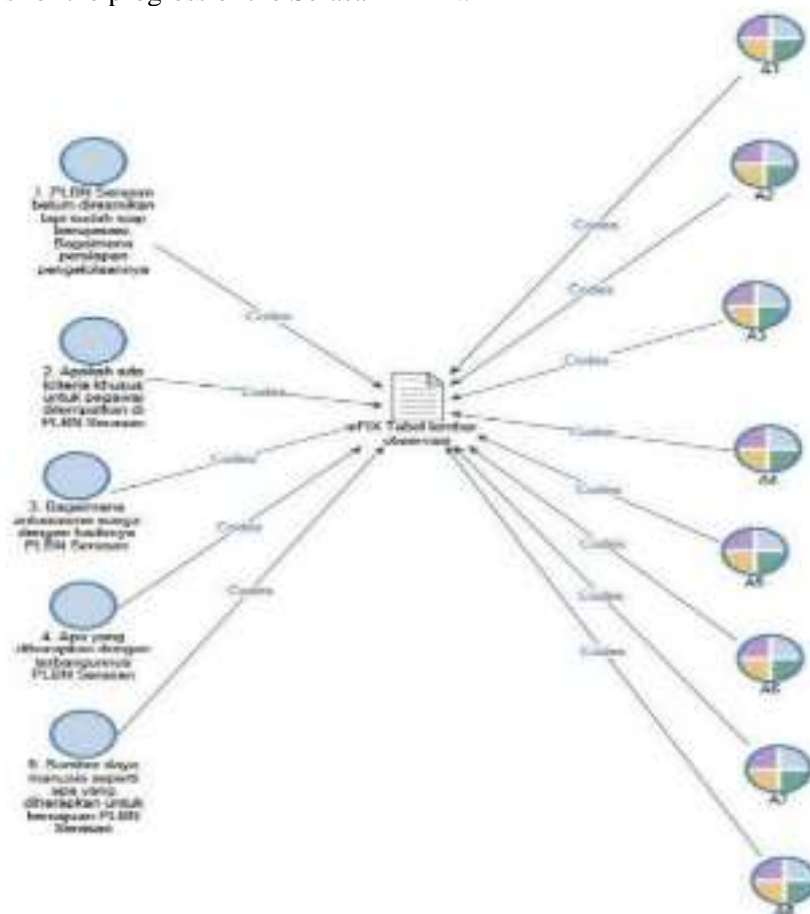


Fig 1. Research Framework

This research involved eight key informants which refers to the sampling method used was purposive sampling with a small number of participants but were in the research context and studied in depth (Miles & Huberman, 2014), so that the key informants were officials from the National Border Management Agency (BNPP) RI, PLBN Serasan Development Project Manager, Serasan Sub-District Head, East Serasan Sub-District Head, and two residents from Serasan and East Serasan Districts. The instrument test was carried out through the triangulation method which consisted of three approaches including method triangulation, observer triangulation, and theoretical triangulation. Then processing data using NVivo12.

RESULT AND DISCUSSION

From the results of research involving several informants, the researcher obtained several findings that are worthy of being conveyed through this scientific work as a representation. Interviews were conducted with 8 key informants to answer the focus of this research, namely operational preparations after the Serasan PLBN was inaugurated, the staffing process, the community's response to the presence of the PLBN, community expectations for the PLBN in Serasan District, and the need for human resources for the progress of the Serasan PLBN.



Source : Result NVivo

Fig 2. Visual NVivo Processing Results

From the data processing carried out, the following results were obtained:

1. With regard to operational preparations after the Serasan PLBN was inaugurated, the Serasan PLBN is ready to operate and is waiting for the inauguration ceremony after optimal management preparations have been carried out. The keyword "PLBN" appears 30 times (8.62% weight), confirming the importance of PLBN in this preparation. The PLBN name "Serasan" appears 11 times (3.16% weight), referring to the PLBN being prepared. There is a relationship with other aspects such as administration, licensing, and coordination with related

- parties, indicated by the word "related" which appears 7 times (2.01% weight). PLBN Serasan is ready to operate and awaiting official inauguration.
2. In connection with the process of placing employees, the process of placing employees and managing staffing is based on government regulations. Keywords "employee" (10 times), "ministry" (8 times), "PLBN" (8 times), "serasan" (8 times), "government" (6 times), and "central" (6 times). The analysis focuses more on staffing arrangements and the role of the relevant ministries. Staffing at PLBN is also a concern. The word "serasan" indicates administrative linkages in government regulations. The government plays a central role in regulating staffing. The main focus of government regulations is staffing arrangements at the central level.
 3. Regarding the community's response to the presence of the PLBN, Serasan District residents are enthusiastic about the presence of the PLBN. The keywords "PLBN" and "Serasan" appear 16 and 13 times. Residents pay special attention to PLBN. "Serasan" describes the specific PLBN location. The existence of the PLBN seems to have had a positive impact on the enthusiasm of the residents. "Development" and "citizens" appear 6 times, indicating residents' awareness of development efforts that have the potential to improve the local economy and infrastructure. The word "enthusiasm" appears 4 times, indicating a group of residents who are enthusiastic about the PLBN. Overall, residents of Serasan District are enthusiastic about the PLBN.
 4. In connection with the community's expectations for the PLBN in Serasan Sub-District, there are community expectations for the development of the Serasan area with the main focus on the Serasan PLBN. "Serasan" appears 25 times (5.87%). Attention is also given to community and sub-district development in the Serasan area. "Society" appears 19 times (4.46%), and "kecamatan" occurs 13 times (3.05%). Development and economic efforts are a priority. "Development" occurs 11 times (2.58%), and "economy" occurs 9 times (2.11%). There are high hopes for improving the Serasan area and linking it with other areas across sectors. "Hope" and "cross" occurs 7 times, "boost" occurs 7 times (1.64%). PLBN Serasan is the main focus with attention to development, the community and sub-districts, as well as high expectations for economic improvement.
 5. Regarding the need for human resources for the development of the Serasan PLBN, human resources are important for the progress of the Serasan PLBN. "PLBN" appears 9 times (4.02%), indicating the importance of understanding border posts. "Region" appears 8 times (3.57%), the importance of understanding the area related to the management of regional boundaries. "Power", "feedback", and "source" appear 3.12% weight. This emphasizes the importance of understanding the carrying capacity of the region, coordination of drills, and resources in the border area. "Human", "hope" and "advance" appear with lower weight. This shows the importance of qualified human resources, expectations to be achieved, and progress efforts. Other words also contribute to understanding the management of boundaries and borders.



Source : Result NVivo

Fig 3. Word Cloud Research Focus

The results of the analysis also led to the findings of the propositional relations resulting from the cluster analysis, including the following:

Table 1. Proportion Relations

Proportion Relations			
Minor Propositions (1)	The readiness of the Serasan PLBN human resources can be as expected if there is an open opportunity for elements of employees by providing opportunities to become employees with training and training on managing national borders and border areas.	Major Proposition	The readiness of human resources at the National Cross-Border Post is supported by infrastructure, surveillance systems and cross-border services that are effective, efficient, orderly, comfortable and safe, according to characteristics, conditions and needs.
Minor Propositions (2)	Due to the supporting factors such as the Serasan PLBN typology running quite well, the human resources in the border areas of the country, especially the Serasan sub-district, can meet expectations for the realization of the front porch of the Unitary State of the Republic of Indonesia.		

Managerial Implications

The results of this study provide very important managerial implications to support the succession of the Serasan PLBN. From NVivo's Word Cloud analysis, it appears that PLBN Serasan is ready to operate and has received a positive response from the community. In facing operational challenges, management needs to pay close attention to the employee selection and assessment process as well as planning for effective personnel needs (Hidayat & Syam, 2020; Nurmalasari & Karimah, 2020). Understanding the factors in the provision of staff and the provision of training on the management of boundaries and border areas is an important key. In addition, it is important for management to ensure that infrastructure, surveillance systems, and cross-border services run effectively and safely according to the needs of the Serasan PLBN, which has implications similar to the results of research by Wangi et al. (2022) where management's attention to creating a good work environment needs to be done. In addition, this research has significant implications for the government and policy makers in planning and managing PLBN Serasan more effectively. The community's positive response also emphasized the importance of proactive communication with local residents to get greater support in cross-border activities (Daniah & Apriani, 2018). Human resource development through employee training and development is important to improve service quality and understanding of boundary management (Sinaga et al., 2021; Karinda, 2016). In addition, it is necessary to carry out activities that support knowledge exchange in order to develop employees and create employee behavior that is in line with company values according to research by Prayitno et al. (2022).

Overall, taking into account the implications of this research, it is hoped that the management of the Serasan PLBN can run more optimally, provide maximum benefits for the community, and support the goals of a better and more advanced nation-building through successful cross-border posts. Management needs to collaborate with employees and the local community in facing operational challenges and creating a conducive work environment for PLBN Serasan. Thus, the Serasan PLBN can become an effective center for cross-border activities and make a positive contribution to the development of the Serasan region and the nation as a whole.

CONCLUSION

Based on the research results, it can be concluded that the preparation for the management of the Serasan PLBN has been carried out optimally with a focus on the PLBN itself and the fulfillment of all related aspects. The existence of the PLBN in Serasan District provides positive encouragement for residents, both in social and economic aspects, and the enthusiasm of the residents for the presence of the PLBN is expected to be a triggering factor so that the PLBN's performance can run according to the expected target. In addition, the development of the Serasan area is expected to generate significant economic improvements with attention to development, communities and sub-districts in the area. BNPP RI has also carried out a selection process for employees who will later be placed at the Serasan PLBN, with the hope that they are ready to carry out the task of managing national boundaries and border areas. The focus in employee selection includes responsibility, flexibility, communication skills, self-view, health, and knowledge of national boundaries.

Agencies that manage Cross-Border Posts (PLBN) need to prioritize improving human resources (HR) with superior quality. PLBN officers must have a productive, innovative and creative attitude, and be able to work well together in a team. A strong sense of love for the motherland is also an important factor, considering their noble duty in guarding the border area as the gateway to the Unitary State of the Republic of Indonesia. Skills and expertise development must be encouraged through training and training, so that PLBN human resources can carry out their duties optimally. In addition, it is necessary to identify the needs of PLBN staff and appropriate recruitment efforts to ensure the availability of qualified employees. In future research, it is recommended to make longer observations at the research location and use a mixed method approach to gain a more comprehensive understanding of the object of research. Thus, agencies can increase the efficiency and effectiveness of PLBN management and strengthen their contribution to scientific understanding.

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